

AGENCY NAME:

South Carolina State Housing Finance and Development Authority

AGENCY CODE:

L32

SECTION:

42



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

AGENCY MISSION

The mission of SC Housing is to create quality affordable housing opportunities for the citizens of South Carolina through a vision that all South Carolinians have the opportunity to live in safe, decent and affordable housing. In order to accomplish its mission and fulfill its vision, SC Housing employs four core values:

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Clayton Ingram	803-896-9520	Clayton.ingram@schousing.com
SECONDARY CONTACT:	Krystel Reid	803-896-2959	Krystel.reid@schousing.com

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR
(SIGN/DATE):

(TYPE/PRINT NAME):

Valarie M. Williams

BOARD/CMSN CHAIR
(SIGN/DATE):

(TYPE/PRINT NAME):

Christopher N. Union

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AGENCY'S DISCUSSION AND ANALYSIS

The South Carolina State Housing Finance and Development Authority (hereafter referred to as SC Housing) is a self-sustaining agency and receives no funding from state tax assets or general fund proceeds.

As part of the FY13-14 Accountability Report and overall agency strategic planning goals, SC Housing has taken a fresh look at its programs and overarching goals. This examination yielded a new "Strategic Vision." This vision will guide this report and our strategic planning into the future. Our Strategic Vision is:

To become the premiere affordable housing agency in SC through the optimization of financing, programs, technology and data, as well as leveraged partnerships, while cultivating professionalism, proficiency, and innovation among team members.

For more than 42 years, SC Housing has been helping low- and low-to-moderate income families, older adults, persons with disabilities, and others who are frequently underserved with quality, safe and affordable housing. SC Housing is able to do this by using its proven financial strength to sell securities to investors all over the country. Additionally, SC Housing administers a number of federal and state programs providing housing opportunities where they are needed most.

SC Housing takes pride in serving the state of South Carolina and knowing that its work helps the state's local economy – as well as creates jobs in the construction, financial and real estate industries. An annual analysis of this impact is done by University of South Carolina Moore School of Business which reviews our data and applies the correct formulae to determine our economic impact.

In FY2013 we were able to determine our "Multiplier." at 1.65 meaning for every \$100 invested in our program we return \$165 to the state's economy. This was an improvement from 2012's multiplier of 1.55.

The broader impact and significance of the agency's contribution to the state can be best seen in the resolutions read into the House and Senate record during the last legislative sessions, detailing the \$482 million, broad based economic impact of the agency's investments; the 3,875 thousand jobs created; \$22 million in revenue generation, and \$292 million in direct investment in every portion of the state.

Our programs offer opportunities from rental assistance to homeownership and have made the quality of life better for tens of thousands of South Carolinians. SC Housing enjoys significant partnerships with a wide spectrum of individuals, agencies, businesses and other affordable housing advocates – all working together to help fulfill a basic need for the citizens of South Carolina.

SC Housing is comprised of nine core programs, representing its core business functions, and which further the mission to create quality affordable housing opportunities for the citizens of South Carolina

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Single-Family Programs

Single-family activities include mortgages issued through the Mortgage Bond Program, homeownership funding through both the HTF and HOME Programs and rehabilitation and emergency repair funding offered through the HTF Program and the SC HELP program.

Multifamily Programs

Multifamily activities include projects developed through the Multifamily Tax Exempt Bond Program, group homes for the disabled and transitional and supportive housing funded through the HTF, and rental development funded through the HTF, HOME and the LIHTC Programs.

Housing Assistance

In addition to those programs specifically targeted to project funding and development, SC Housing administers housing assistance programs: Section 8 Housing Choice Voucher Program and Contract Administration.

MAJOR ACHIEVEMENTS OF FY13-14

- SC Housing maintained its Aaa bond rating level with Moody's.
- Invested over \$292 million into affordable housing initiatives resulting in an economic impact of \$482 million and the creation of over 3,875 jobs statewide
- Helped over 25,000 families realize quality, sustainable, affordable homes with a portfolio of programs that aid in the economic vitality
- In 2013, SC Housing dedicated \$7.7 million to its successful Palmetto Heroes Program which provides lower interest rates and down payment assistance to teachers, firefighters, law enforcement, nurses, veterans and EMS workers.
- Currently, more than 8,000 SC borrowers have received assistance through SC HELP.
- The Procurement and Marketing Department built upon prior social media efforts by successfully enhancing SC Housing's presence on Facebook and Twitter. Currently, SC Housing has more than 1,145 "Likes" on Facebook and more than 1,766 followers on Twitter resulting in an increasing number of South Carolinians as well as entities within the for profit and non-profit sectors are aware of the affordable workforce housing opportunities available via SC Housing and its business partners
- For the nineteenth consecutive year, SC Housing and its partners held a successful Palmetto Affordable Housing Forum, the state's largest and most comprehensive event dedicated to affordable housing. This year's Forum brought more than 500 attendees, numerous speakers and over 40 sponsors and exhibitors. Numerous professional continuing education credits are now offered as a part of the Forum curriculum.

CHALLENGES

SC Housing has been measurably successful over its 42-year existence because its mission has been broad enough and flexible enough to change with the needs, opportunities, market conditions, organizational transitions and the ever-changing environment of the affordable housing industry and the priorities of legislative bodies. This flexibility ensures that SC Housing can: react appropriately and effectively address situations that affect its business functions; originate programs and initiatives that are

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timely and relevant; and participate in opportunities that extend beyond the core components of its major programs.

In turn, SC Housing faces challenges to its potential success. The most significant challenges to SC Housing continuing to fulfill its mission are the housing market related limitations incurred by being a governmental agency and the uncertainty of bond cap allocations. While SC Housing has been very successful in achieving its mission to date, these two issues continue to exist as significant constraints to sustaining and expanding access to affordable workforce housing for all South Carolinians..

First, being a governmental agency has its limitations and associated complications. Many housing finance agencies have been allowed by their sponsoring states to become quasi-governmental agencies and, in some cases, to become private organizations. This allows the agencies to react more quickly to changing market conditions, similar to more traditional financial institutions. As an example, in the current low interest rate environment, bond financing is a less viable funding source, as bond interest rates continue to remain above mortgage interest rates. Many housing finance agencies have turned to securitizing mortgages through government sponsored entities like Fannie Mae. SC Housing is currently precluded from participating in this financing strategy due to state government restrictions on contractual indemnification.

Second, the uncertainty of the amount of the state's private activity tax exempt bond cap allocation that will be available to SC Housing creates constraints. Many other southeastern states have set allocations of their state's bond cap that are earmarked for single- and multi-family housing revenue bond programs. This allows those housing finance agencies to effectively manage the allocation of bond proceeds within a fixed budget, so that the flow of resulting mortgages can be reasonably controlled through the use of forecasting and loan production models. At present, SC Housing must request bond cap each year, with no guarantee or expectation in advance as to the amount or availability of the bond cap. Although a recent surplus of bond cap has ameliorated the uncertainty, this method of allocation creates a more difficult process for controlling activity and production and will continue to be a concern in the future.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Improve Affordable Housing Opportunities
		1.1		Marketing and Communication Outreach
		1.1.1		Use new and existing media channels to increase awareness of SC Housing's programs and public perception.
		1.1.2		Differentiate our organization through disseminating targeted messages amongst the public, legislative groups, media , and other external stakeholders.
		1.1.3		Improve visibility and understanding of SC Housing's mission among the agency’s Congressional Delegation.
		1.1.4		Improve visibility and understanding of SC Housing's mission among the members of the SC General Assembly.
		1.1.5		Enhance visibility through community outreach events (e.g., exhibitions, related conferences).
		1.2		Development Program Outreach
		1.2.1		Hold periodic workshops and trainings to promote the development of affordable housing programs.
		1.2.2		Create and update on-line manuals, brochures and action plans for housing programs to respond to the market needs and comply with federal and state regulations.
		1.2.3		Conduct technical assistance training
		1.2.4		Create funding partnerships with governmental entities to facilitate and increase affordable housing.
		1.3		Homeownership Programs and Outreach
		1.3.1		Increase SC Housing trained real estate professionals to increase qualified buyer pool.
		1.3.2		Increase SC Housing trained lending partners to increase market share.
		1.3.3		Timely notify public, lending and real estate sales partners of program benefits and changes.

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Type	Goal	Item # Strat	Object	Description
		1.4		Hardest Hit Fund Programs
		1.4.1		Maintain and reinforce program guidelines for all SC HELP processing agencies and underwriting staff.
		1.4.2		Implement and Maintain control for consistent use of resources.
		1.5		Rental Assistance Programs
		1.5.1		Retain status as State Performance Based Contract Administrator (PCBA).
G	2			Develop and Maintain a Diverse Financial Portfolio
		2.1		Single Family Finance Programs
		2.1.1		Examine ways of combining funding sources to facilitate maximum utilization.
		2.1.2		Maintain and enhance "Palmetto Heroes," Programs.
		2.1.3		Maintain and enhance "South Carolina Mortgage Tax Credit" Programs.
		2.1.4		Maintain and enhance Down Payment Assistance Programs.
		2.2		Multi-Family Finance Programs
		2.2.1		Examine ways of combining funding sources to facilitate maximum utilization.
		2.2.2		Maintain and enhance the Tax Exempt Bond program to facilitate maximum utilization.

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Type	Goal	Item # Strat	Object	Description
G	3			Efficiently and Effectively Manage Agency Programs
		3.1		Utilize Enterprise Risk Management
			3.1.1	Conduct Annual Control Self-Assessment.
			3.1.2	Apply risk assessment to projects and programs within the agency.
		3.2		Maintain Fiscal Compliance, Program Auditability and Sound Accounting Practices
			3.2.1	Successfully complete periodic and annual independent, Treasury and federal compliance audits .
		3.3		Align Human Resources Strategies to Agency Strategic Plan
			3.3.1	Implement procedures, policies and controls that allow employees to efficiently and effectively access HR information to execute their assigned duties.
		3.4		Develop and Maintain a Robust Supply Chain
			3.4.1	Implement procedures, policies and controls to prevent fraud, waste and abuse.
			3.4.2	Ensure a capable supply base is in place to support agency operations.
			3.4.3	Ensure purchase requirements are fulfilled in a timely manner.
		3.5		Capture, Develop, Share, Preserve and Effectively Utilize Organizational Knowledge
			3.5.1	Develop and implement a comprehensive succession plan.
			3.5.2	Identify and recommend solutions to gaps in staff development.
			3.5.3	Identify and preserve institutional information and continuity plans.

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Type	Goal	Item # Strat	Object	Description
	3.6			Capture, Develop, Share, Preserve and Effectively Utilize Organizational Data
		3.6.1		Input, maintain, and analyze HR information using SCEIS to provide a common picture on the current and future status of our human capital.
		3.6.2		Align IT efforts with the principles, goals, and strategies of the Authority’s Strategic Plan for Information Technology to optimize the value of IT resources.
		3.6.3		Provide world class customer service by rendering a professional level of consulting, technical assistance and support to all information system users so that end users can accomplish organizational tasks.
		3.6.4		Acquire, install, configure and maintain highly effective, reliable, secure, patched and updated information systems to support all aspects of the Authority’s business.
		3.6.5		Plan overall improvements to agency processes in accordance with the agency’s strategic plan.
		3.6.6		Effectively design, implement, and manage the security of the LAN, including remote WEB access, user access rights, virus protection and backup procedures to ensure the confidentiality, integrity and availability of information system data.
		3.6.7		Evaluate hardware and software to determine applicability to the Authority.
		3.6.8		Ensure information and assets are properly secured, intact, and readily available to support efficient and effective operation of programs while ensuring compliance with DIS security requirements and state retention regulations.

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Type	Goal	Item # Strat	Object	Description
		3.7		Utilize Internal Audit to Assure the Programs are Managed Efficiently and Effectively
		3.7.1		Evaluate ERM maturity and facilitate approach to mature to next level.
		3.7.2		Track and facilitate divisions with subsequent year CSA.
		3.7.3		Provide training to Divisions with first-year CSA (IT and Mortgage Servicing).
		3.7.4		Conduct audits and advisory services to facilitate the Authority's goal of efficiently and effectively managing resources.
		3.8		Effectively Market and Manage Real Estate Owned (REO) Properties to Maximize Profits or Minimize Losses on Disposition
		3.8.1		Enhance the realtor database to monitor additional characteristics impacting realtor effectiveness.
		3.8.2		Manage all controllable variables to maximize profit or minimize loss.
		3.8.3		Develop plan to move stale inventory (older than 2013) to reduce carrying costs.
		3.8.4		Develop and implement marketing strategies to increase pool of buyers.

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Type	Goal	Item # Strat	Object	Description
		3.9		Utilize Single Family Quality Control to Assure Effective Risk Management and Compliance with Laws, Regulations, and Policies
		3.9.1		Restructure database of QC findings that will allow effective reporting of issues.
		3.9.2		Enhance QC trend analysis YTD report to make it a valuable tool to improve Production and Servicing processes and procedures.
		3.9.3		Audit a sample of loans and report accurate and timely findings/trends to improve Single Family program risk management.
		3.10		Leverage MSP to provide servicing for all mortgage products offered
		3.10.1		Develop and implement program to transfer and service multi-family loans
		3.10.2		Provide continual customer centric training.
		3.11		Build Effective Development Strategies and Programs
		3.11.1		Explore, create and enhance new and existing funding opportunities for nonprofit, for-profit and governmental entities.
		3.11.2		Conduct underwriting reviews to ensure financial feasibility and maximum utilization of available funding.

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Type	Goal	Item # Strat	Object	Description
			3.11.3	Develop and implement financial compliance monitoring to ensure participants viability and adherence to program requirements.
			3.11.4	Maintain and enhance compliance reviews for existing developments.
		3.12		Develop Formalized Review Process for Financial Strategy
			3.12.1	Implement procedures, policies and methods to determine financial strategies.
G	4			Develop SC Housing into a "Learning Organization*"
		4.1		Modify the Strategic Plan
			4.1.1	Train and lead the staff and leadership on the strategic planning process.
		4.2		Revise Performance Measures
			4.2.1	Gather and incorporate feedback from stakeholders.
		4.3		Evaluate Processes
			4.3.1	Utilize control self-assessment results to facilitate organizational improvement.
			4.3.2	Utilize external audit results to facilitate organizational improvement.
		4.4		Hire and Retain Professional, Innovative Staff
			4.4.1	Explore new means and methods of finding innovative professionals that meet our talent demands.
			4.4.2	Develop the organization’s Human Resources Development training plan.

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Type	Goal	Item # Strat	Object	Description
		4.4.3		Utilize EPMS to identify staff strengths, weaknesses and opportunities as well as corrective action where needed.
	4.5			Create an Effective Team Environment
		4.5.1		Ensure all personnel are properly trained and empowered to improve our knowledge and ability to serve our customer.
	4.6			Promote effective knowledge management
		4.6.1		Cross-train staff and maintain up-to-date procedures.
		4.6.2		Meet with staff to share knowledge that will manage risks and improve processes.

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Type	Item #			Description
	Goal	Strat	Object	

*A learning organization is the term given to a company that facilitates the learning of its members and continuously transforms itself. Learning organizations develop as a result of the pressures facing modern organizations and enables them to remain competitive in the business environment. A learning organization has five main features; systems thinking, personal mastery, mental models, shared vision and team learning. The Learning organization concept was coined through the work and research of Peter Senge and his colleagues . It encourages organizations to shift to a more interconnected way of thinking. Organizations should become more like communities that employees can feel a commitment to. They will work harder for an organization they are committed to --From [Wikipedia](#)

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Performance Measurement Template											
Program code			Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Marketing	Increase of social media audiences	New Metric	300%	10%	June 30-July1	Internal application diagnostics	Annual	Divide the sum of Facebook 'Likes' and Twitter "Followers" at 6/30/15 by the sum of Facebook "Likes" and Twitter "Followers" at 7/01/14. Express as a %.	1.1.1	
2	Marketing	The number of placed advertisements	New Metric	79,802,612*		June 30-July1	Report from Ad buyer	Quarterly	Total times an ad has run in a given medium or market	1.1.1, 1.1.2	
3	Marketing	The number of placed advertisements in new markets	New Metric			June 30-July1	Report from ad buyer	Monthly	Total times an ad has run in a new market or via a new medium	1.1.1, 1.1.2	
4	Marketing	The number of Faces of Home Features per quarter	New Metric	1	1	June 30-July1	Marketing files	Quarterly	Total Features Completed in a Quarter	1.1.2, 1.1.3, 1.1.4	
5	Marketing	The number of updates provided to Congressional members and / or their staff.	New Metric		12	June 30-July1	Meeting Calendar, Email and Letter File	Quarterly	Total number of interactions	1.1.3	
6	Marketing	The number of meetings with state legislators, relevant committees and/or their staff.	New Metric		12	June 30-July1	Meeting Calendar, Email and Letter File	Annual	Total number of interactions	1.1.4	
7	Marketing	The number of community outreach field visits	New Metric		12	June 30-July1	Meeting Calendar, Email and Letter File	Quarterly	Total number of interactions	1.1.5	
8	Development	Number of workshops and trainings conducted	5	5	5	June 30-July1	Notices Published	Annual		1.2.1	
9	Development	Number of persons attending workshops and trainings	248	238	250	June 30-July1	Attendance records	Annual		1.2.1	
10	Development	Number of nonprofits and CHDOs certified	92	115	120	June 30-July1	Approved nonprofit and CHODO list	Annual		1.2.1	
11	Development	Create NIP program guidelines and application procedures	New Metric	0	2	June 30-July1	Documents posted to web	Annual		1.2.2	
12	Development	Number of manuals created and updated	10	10	10	June 30-July1	Program manual posted to the agency website	Annual		1.2.2	
13	Development	Number of technical assistance trainings conducted	0	0	4	June 30-July1	Program Coordinator Reports	Annual		1.2.3	
14	Development	Number of funding partnerships created	0	1	2	June 30-July1	MOUs executed	Annual		1.2.4	
15	Development	Quarterly training sessions for underwriting staff				June 30-July1		Annual		1.4.1	
16	Development	Quarterly onsite visit to processing agencies				June 30-July1		Annual		1.4.1	

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Performance Measurement Template

Program code		Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
17	Development	Monthly QC audits on decisioned files				June 30-July1		Annual		1.4.1
18	CA	Award of PBCA Contract by HUD				June 30-July1		Annual		1.5.1
19	HO	Complete Funding review	N/A	N/A	N/A	June 30-July1	Fin Statements, Fin Forecast, SF Data	Annual	N/A	2.1.1
20	HO	Production Volume	\$30,981,264	\$32,279,853	\$40,000,000	June 30-July1	SF Program Data	Annual	Total Credit Volume	2.1.1
21	HO	\$ Assistance Provided	\$1,259,000	\$1,656,000	\$2,000,000	June 30-July1	SF Program Data	Annual	Total \$ Assistance	2.1.2
22	HO	% of enrolled lenders	40	90	90%	June 30-July1	SF Program Data	Annual	Participating Lenders/Total Lenders	2.1.3
23	HO	% of enrolled lender production volume (MCC)				June 30-July1		Annual		
24		Was program funded?	Yes	Yes	Yes	June 30-July1	SF Program Data	Annual	N/A	2.2.1
25	Development	Number of TEB bond applications recommended for Board approval	0	0	3	June 30-July1	Board Reports	Annual	Totals	2.3.2
26		Complete Funding review	N/A	N/A	N/A	June 30-July1	Fin Statements, Fin Forecast, SF Data	Annual	N/A	2.3.1
27	All	Division completion % of annual CSA as verified by Internal Audit	100%	100%	100%	FY	Internal Audit CSA Reports	Annual	Completed CSAs divided by Required CSAs	3.1.1
28	All	Obtain Clean Opinion	100%	100%	100%	FY	Auditors Reports	Annual	N/A	3.2.1
29	HO	Address Comments or Finding	100%	100%	100%	June 30-July1	Auditors Reports	Annual	N/A	3.2.1
30	HO	Clear findings in subsequent year				June 30-July1		Annual		3.2.1
31	HR	Survey results measuring HR effectiveness in regard to HR data accessibility and accuracy				June 30-July1		Annual		3.3.1
32	HR	HR transactions, error rates, discrepancies with Finance, surveys, accessibility of data				June 30-July1		Annual		3.3.1
33	HR	The number of HR transactions, error rates, discrepancies with finance				June 30-July1		Annual		3.3.1
34	Proc	% On-Time Delivery	New Metric			June 30-July1	Procurement Files	Monthly	Comparison of actual delivery date to required delivery date	3.4.2
35	Proc	% Material Returned	New Metric			June 30-July1	Procurement Files	Monthly	comparison of actual delivery date to required delivery date	3.4.2
36	Proc	Cycle Time: Shopping Cart to PO	New Metric		3 days	June 30-July1	SCEIS SRM	Monthly	Elapsed days to create a PO in SCEIS	3.4.3
37	Proc	Cycle Time: Solicitation to Contract (Small Purchase)	New Metric		3 months	June 30-July1	SCEIS SRM	Monthly	Elapsed time between issues a solicitation to creating a contract (Purchases less than \$50,000)	3.4.3
38	HR	The percentage of employee eligibles to retire within 5 years				June 30-July1		Annual		3.5.1
39	HR	The number of employees who are identified and sent through the CPM and STEPS programs				June 30-July1		Annual		3.5.1

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Program code		Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
40		Plan in place? GAPS identified? Recommendations/Action Plan in place to fix GAPS?				June 30-July1		Annual		3.5.2
41	HR	GAPS closed compared to training costs (ROI/effectiveness)				June 30-July1		Annual		3.5.2
42		HR data reports				June 30-July1		Annual		3.6.1
43	HR	HR data reports				June 30-July1		Annual		3.6.1
44	IA	Division actions to mature in ERM implemented within planned timeframe as verified by Internal Audit	N/A	N/A	100% of planned actions	Begins in FY 2015	Division CSA Reports	Annual	Number of completed actions divided by number of planned actions	3.7.1
45	IA	Percentage of facilitated Division subsequent year CSA	N/A	N/A	100%	July 1 - June 30	CSA Tracking Log	Annual	Number of facilitated CSAs divided by the number of completed CSAs.	3.7.2
46	IA	Number of Divisions trained on first year CSA	1	2	2	July 1 - June 30	CSA Tracking Log	Annual	Number of completed first year CSAs	3.7.3
47	IA	Customer satisfaction survey results	N/A	N/A	Score of 3 or above	July 1 - June 30	IA Customer Surveys	Subsequent to each audit	Average of survey scores	3.7.4
48	REO	Development of enhanced Realtor database	New Metric	N/A	All inclusive	July 1 - June 30	Access database	Annual	Y/N	3.8.1
49	REO	Development of an enhanced Realtor database	New Metric	N/A	Production of a report of all pertinent factors	July 1 - June 30	Access database	Ongoing	NA	3.8.1
50	QC	Number of reports issued within HUD proscribed timeframes	N/A	12	12	July 1 - June 31	QC Review Database	Monthly	Count	3.9.3
51	Mortgage Servicing	Number of loans serviced	12,966	11,445		June 30-July1	MSP	Monthly	Totals	3.10
52	Development	Number of applications received	582	596	634	June 30-July1	Application report listed to agency website	Annual	Totals	3.11.1
53	Development	Number of awards made	527	562	576	June 30-July1	Award list posted to agency website	Annual	Totals	3.11.1
54	Development	Number of units produced	1496	1751	1996	June 30-July1	Award list posted to agency website	Annual	Totals	3.11.1
55	Development	Number of awards requiring financial restructuring	0	10	6	June 30-July1	Underwriter reports	Annual	Totals	3.11.2
56	Development	Number of compliance monitoring reviews	0	6	6	June 30-July1	Program Coordinator Reports	Annual	Totals	3.11.3
57		Training conducted, stage of planning process/milestones				June 30-July1		Annual		4.1.1
58	HR	Training conducted, stage of planning process/milestones				June 30-July1		Annual		4.1.1
59	Development	Number of public hearings held for Tax Credits and HOME	2	2	2	June 30-July1	Notices published	Annual		4.2.1
60	Development	Number of people attending public hearings				June 30-July1	Attendee lists	Annual		4.2.1

Agency Name: South Carolina State Housing Finance and Development Author

Fiscal Year 2013-14
Accountability Report

Agency Code: L32 Section: 042

Performance Measurement Template

Program code	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
61	HR	Gather input on improving the current EPMS document (focus group, survey, etc.)			June 30-July1		Annual		4.2.1
62	HR	New EPMS document implemented by 5/15/2015 for use in rating period ending 6/30/2015			June 30-July1		Annual		4.2.1
63	HR	Training as needed to support new initiative			June 30-July1		Annual		4.2.1
64	All	CSA Action Plan items completed on time and implementation verified by Internal Audit	N/A	100%	July 1 - June 30	Internal Audit	Annual	Number of actions completed and verified divided number of actions scheduled for completion	4.3.1
65	All	External Audit findings corrective actions implemented	N/A	100%	July 1 - June 30	All Depts.	Annual	Number of findings addressed divided by number of findings	4.3.2
66	Development	Number of Housing Inspector certifications received for Code Compliance Training	0	0	6	June 30-July1	Certificates received	Annual	4.4.1
67	HR	Diversity of qualified applicant pools			June 30-July1		Annual		4.4.1
68	HR	Number increase of qualified applicants per posting and by job type			June 30-July1		Annual		4.4.1
69	HR	Tracking qualified applicants per recruiting source			June 30-July1		Annual		4.4.1
70	HR	Resources to revenue analysis of each hire			June 30-July1		Annual		4.4.1
71	HR	AA/EEO breakdown			June 30-July1		Annual		4.4.1
72	HR	Number of new hires completing probationary/trial period			June 30-July1		Annual		4.4.2
73	HR	Results of effectiveness of training			June 30-July1		Annual		4.4.2
74	HR	Number of internal job transfer/promotions			June 30-July1		Annual		4.4.2
75	HR	Training conducted with assessments on retention and impact to organization			June 30-July1		Annual		4.4.2
76	HR	Create and implement additional EPMS document to track first year job performance at quarterly intervals			June 30-July1		Annual		4.4.3
77	HR	Time required to get new hire to required level of productivity			June 30-July1		Annual		4.4.3

*5,768 TV/Cable TV spots and 79,796,844 Online Ads re SCHELP

Agency Name: South Carolina State Housing Finance and Development Authority

Agency Code: L32 Section: 042



Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A. Administration	Administration includes Executive Administration, Legal, Human Resources and Internal Audit	\$ -	\$ 2,573,491	\$ -	\$ 2,573,491	\$ 1,487,544			\$ 1,487,544	All Objectives
I.B. Finance	Finance	\$ -	\$ 707,620	\$ -	\$ 707,620	\$ 805,717			\$ 805,717	1.2.4, 1.4.2, 2.1.1 - 2.1.4, 2.2.1 - 2.2.2, 3.1.1 - 3.1.2, 3.2.1, 3.4.1 - 3.4.3, 3.5.1 - 3.5.3, 3.6.4, 3.6.6, 3.7.1, 3.7.2, 3.7.4, 3.8.2, 3.8.3, 3.9.1-3.9.3, 3.10.1, 3.11.1 - 3.11.3, 3.12.1, 4.1.1, 4.2.1, 4.3.1 - 4.3.2, 4.4.1, 4.4.3, 4.5.1, 4.6.1 - 4.6.2
I.C. Support Services	Support Services covers Information Technology, Procurement and Marketing	\$ -	\$ 1,459,871	\$ -	\$ 1,459,871	\$ 1,634,308			\$ 1,634,308	1.1.1 - 1.1.5, 1.2.1, 1.2.2,1.2.4, 1.3.1 - 1.3.3, 1.4.2, 1.5.1, 2.1.2 - 2.1.4, 2.2.1, 3.1.1 - 3.1.2, 3.2.1, 3.4.1 - 3.4.3, 3.5.1 - 3.5.3, 3.6.2, 3.6.4, 3.6.6 - 3.6.7, 3.7.1, 3.7.2 - 3.7.4, 3.8.2 - 3.8.4, 3.9.1, 3.10.1 - 3.10.2, 3.11.4, 4.1.1, 4.2.1, 4.3.1 - 4.3.2, 4.4.1, 4.4.3, 4.5.1, 4.6.1 - 4.6.2
II.A. Contract Administration (CA) and Compliance Monitoring (CM)	CA monitors and disburses rental assistance under a contract with HUD. CM monitors other government assisted affordable housing.	\$ -	\$ 1,296,039	\$ 117,229,899	\$ 118,525,938	\$ -	\$ 1,354,566	\$ 118,540,536	\$ 119,895,102	1.1.1 - 1.1.5, 1.5.1, 1.2.2, 1.2.4, 1.5.1, 2.2.1 - 2.2.2, 3.1.1 - 3.1.2, 3.2.1, 3.4.1 - 3.4.3, 3.5.1 - 3.5.3, 3.6.2, 3.6.4, 3.6.6 - 3.6.7, 3.11.3 - 3.11.4, 4.1.1, 4.2.1, 4.3.1 - 4.3.2, 4.4.1 - 4.4.3, 4.5.1, 4.6.1 - 4.6.2
II.B. Rental Assistance	The HUD Housing Choice Voucher Program provides rental assistance to very low-income families.	\$ -	\$ -	\$ 12,676,081	\$ 12,676,081	\$ -	\$ -	\$ 12,123,935	\$ 12,123,935	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.2.3, 1.3.3, 1.5.1, 2.2.1, 2.2.1, 2.2.2, 3.1.1, 3.1.2, 3.2.1, 3.4.1-3.4.3, 3.5.1, 3.5.2, 3.5.3, 3.6.1, 3.7.4, 3.9.1, 3.10.2,3.11.3, 4.2.1, 4.3.1, 4.4.1, 4.4.3, 4.5.1, 4.6.1, 4.6.2
II. C. Housing Initiatives	The HUD HOME Program, the HUD Neighborhood Stabilization Program, and the Housing Trust Fund promote public/private partnerships to support the development and maintenance of affordable housing	\$ -	\$ 1,988,284	\$ 7,300,044	\$ 9,288,328	\$ -	\$ 3,266,893	\$ 2,951,672	\$ 6,218,565	1.1.1,-1.1.5, 1.2.1-1.2.4, 1.3.3, 2.2.1, 2.2.23.1.1, 3.1.2, 3.2.1, 3.4.1-3.4.3, 3.5.1-3.5.3, 3.7.4, 3.11.1, 3.11.3, 3.11.4, 4.2.1, 4.3.1, 4.3.2, 4.4.1-4.4.3, 4.5.1, 4.6.14.6.2
II.D. Housing Credit	Low Income Housing Tax Credit Program and Administration	\$ -	\$ 464,087	\$ -	\$ 464,087	\$ -	\$ 432,892	\$ -	\$ 432,892	1.1.1-1.1.5, 12.2.1, 2.2.2, 3.1.1, 3.1.2, 3.2.1, 3.4.1-3.4.3, 3.5.1-3.5.3, 3.77.2, 3.7.4, 3.11.1, 3.11.3, 3.11.44.2.1, 5.3.1,4.3.2, 4.4.1-4.4.3, 4.5.1, 4.6.1, 4.6.2

Agency Name:

South Carolina State Housing Finance and Development Authority

Agency Code:

L32

Section:

042



Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
III.A. Mortgage Production	The Homeownership Program provides below-market home mortgages to low-to-moderate income South Carolinians	\$ -	\$ 494,481	\$ -	\$ 494,481	\$ -	\$ 490,593	\$ -	\$ 490,593	1.1.1-1.1.5, 1.2.4, 1.3.1-1.3.3 2.1.1-2.1.4, 3.1.1, 3.1.2, 3.2.1, 3.4.1-3.4.3, 3.5.1-3.5.3, 3.7.2-3.7.4, 3.9.1-3.9.3, 3.10.2, 3.12.14.2.1, 4.3.1, 4.3.2, 4.4.1-4.4.3, 4.5.1, 4.6.1, 4.6.2
III.B. Mortgage Servicing	Mortgage Servicing includes Servicing and Investor Services	\$ -	\$ 1,517,760	\$ -	\$ 1,517,760	\$ -	\$ 1,640,468	\$ -	\$ 1,640,468	1.1.1-1.1.5, 3.1.1, 3.1.2, 3.4.1-3.4.3, 3.5.1-3.5.3, 3.7.2, 3.7.3, 3.7.4, 3.8.1-3.8.4, 3.9.1, 3.9.2, 3.10.2, 4.2.1, 4.3.1, 4.3.2, 4.4.1-4.4.3, 4.5.1, 4.6.1, 4.6.2